# Workplace Morale and Team Work in Public and Private Primary Schools Teachers of Himachal Pradesh: A Comparative Study

## A Synopsis

**Submitted in the partial fulfillment of the degree of**

**Doctor of Philosophy**

## In

**Management**

## Submitted by

**Ashish Thakur**

**Under the guidance of**

**Dr. Anupam Sharma**

**School of Management**

## Bahra University Shimla

**2024**

# TABLE OF CONTENT


| S.No. | Particular | Page No. |
|---|---|---|
| 1 | ABSTRACT | 1 |
| 2 | INTROUCTION | 2 |
| 3 | LITERATURE REVIEW | 3 |
| 4 | OBJECTIVE OF THE STUDY | |
| 5 | HYPOTHESIS OF THE STUDY | |
| 6 | RESEARCH GAP | 14 |
| 7 | RESEARCH METHODOLOGY | 14 |
| | 4.1 Research Design | 14 |
| | 4.2 Sample Size | 14 |
| | 4.3 Sampling design | 16 |
| | 4.4 Data Collection Procedure | 16 |
| | 4.5 Data presentation | 16 |
| | 4.6 Proposed Data Analysis | 17 |
| 8 | CHAPTER OUTLINE | 18 |
| 9 | REFERENCES | 18 |

# 1. ABSTRACT

Workplace morale and teamwork are critical elements that influence organizational performance, particularly in educational institutions. The workplace morale and collaboration dynamics in Himachal Pradesh's public and private primary schools—a area renowned for its varied socioeconomic and topographical challenges—are the subject of this comparative research. The study seeks to identify and compare factors that affect morale and teamwork in both settings, providing insights into their similarities and differences.

Using a mixed-methods approach, the study collects data through surveys, interviews, and focus group discussions involving teachers, administrative staff, and school leaders. Key variables analyzed include job satisfaction, leadership styles, communication patterns, professional development opportunities, resource availability, and organizational culture.

Findings reveal that public schools often face challenges such as bureaucratic constraints, limited resources, and a lack of incentives, which can negatively impact morale and teamwork. However, these schools benefit from job security and a sense of community, fostering collaboration. In contrast, private schools demonstrate higher morale linked to performance-based rewards, better infrastructure, and a competitive work environment. However, the pressure to meet performance benchmarks can sometimes strain teamwork.

The study underscores the need for tailored strategies to enhance workplace morale and teamwork in both public and private Primary schools. Recommendations include adopting inclusive leadership practices, providing professional growth opportunities, and fostering a supportive work environment. In addition to highlighting areas for policy action to raise the general standard of education in Himachal Pradesh, this research advances our understanding of organisational behaviour in educational contexts.

**Keywords:** workplace morale, teamwork, public and private primary schools of Himachal Pradesh, comparative study, organizational behavior

## 2. INTROUCTION

The concept of *morale* is frequently associated with sports teams and military units during times of crisis, where it denotes a shared sense of identity, purpose, and unity in working toward a common objective. In industrial contexts, morale is similarly understood as the emotional and psychological state of individuals or groups, shaped by their alignment with organizational goals and belief in their value. It influences both personal and collective outcomes. According to Haddock (2010), morale is an intangible yet powerful indicator of a group's support for and positivity toward their organization, encompassing trust, self-esteem, pride, confidence in leadership, and a collective sense of achievement.

Seroka (2009) defines employee morale as the general level of confidence or optimism felt by individuals or groups, particularly as it affects discipline and motivation. Finger (2005) emphasizes the pivotal role of leadership in shaping morale, noting that it is not determined by rank-and-file workers but by management's ability to guide and support. Morale emerges from the interplay of multiple factors—both internal and external—including organizational culture, leadership style, and changes in the operational environment. While morale can be viewed at the group level, it ultimately depends on the attitudes and outlooks of individual members.

In today's corporate environment, the relationship between employee morale, service satisfaction, and teamwork is central to organizational success. When employees are content with the services and support they receive, morale improves, fostering greater collaboration and productivity. Weakliem and Frenkel (2006) affirm that perceived support within the workplace significantly affects both team cohesion and individual morale.

Morale, as a collective psychological state, reflects feelings such as pride, trust, confidence in leadership, and a shared commitment to organizational goals. These emotions foster an optimistic atmosphere that enhances discipline, motivation, and productivity (Mallik et al., 2019). In human resource management, workplace morale represents an employee's overall well-being, job satisfaction, and level of

engagement. Low morale often results from dissatisfaction with working conditions and is typically associated with decreased performance and disengagement.

Organizations that aim to stay competitive must adopt a people-first approach, recognizing that customer satisfaction begins with a motivated workforce. Employee development initiatives and clear communication from leadership are critical to nurturing morale. High morale is directly linked to increased productivity, while low morale can undermine individual performance and organizational efficiency (Mallik et al., 2019).

The synergy between morale, service satisfaction, and teamwork creates a strong foundation for organizational performance. A supportive work environment, where employees feel valued and well-equipped, cultivates high morale and promotes cooperative behavior. Such conditions lead to enhanced efficiency, innovation, and job satisfaction—essential components of long-term success. High morale is reflected in employee enthusiasm, willingness to comply with policies, and proactive contributions. Conversely, low morale is often marked by apathy, resistance, disinterest, and diminished respect for peers and the organization.

Historically, the significance of morale in industrial settings was highlighted during the Industrial Revolution, when large-scale enterprises relied on motivated labor forces to sustain productivity. Though morale remains a qualitative factor, its impact on organizational output is undeniable—teams and individuals with high morale consistently outperform those with low morale.

Teamwork is a deliberate and strategic method for improving individual and collective performance. It requires ongoing commitment and leadership support to flourish. Visionary leaders play a crucial role in initiating and nurturing teamwork, empowering employees to take part in decision-making processes (Manzoor et al., 2011). Effective teams not only drive engagement and achievement but also help organizations remain agile and competitive in a rapidly changing global market (Conti & Kleiner, 2003).

In large organizations, the sense of shared purpose may erode under bureaucratic constraints, leading to disconnection from core values and declining morale. It is the

responsibility of management to revitalize employees' emotional investment and reinvigorate their sense of direction. Trust and alignment within teams strengthen morale, while internal negativity can disrupt cohesion and diminish group spirit. High-functioning teams thrive on mutual support, shared accountability, and belief in a common mission (Kirkman & Mathieu, 2006).

Teams provide a sense of belonging, challenge, and shared accomplishment. Within such environments, trust is cultivated, enhancing collaboration and driving innovation. Organizations that promote teamwork are more likely to retain top talent and build resilient, high-performing structures (Kandavel & Sakthivel, 2018). According to Erdem and Ozen (2003), trust within teams encourages individuals to refine their skills and coordinate more effectively, leading to superior outcomes.

A team is characterized by a group of individuals working together to achieve shared goals. High-performing teams exhibit emotional resilience, cooperative behavior, and sound decision-making. They foster a culture of positivity, innovation, and collective vision. In contrast, the absence of team spirit can lead to dissatisfaction, reduced efficiency, and organizational decline. For businesses requiring agility and innovation, teamwork is not optional—it is essential (Vašková, 2007).

Collaboration improves employee performance by promoting learning, feedback exchange, and creativity. Organizations that emphasize teamwork experience higher operational efficiency and greater adaptability. One major advantage of teamwork is the equitable distribution of tasks, which prevents burnout and boosts productivity. On the other hand, a lack of collaboration can lead to stagnation and missed opportunities (Katzenbach & Smith, 2015).

Morale and teamwork are interdependent forces that drive organizational success. A strong sense of unity, mutual respect, and shared purpose among team members elevates morale and enhances performance. Effective teamwork leverages each individual's strengths within a supportive culture. In today's dynamic business environment, nurturing both morale and collaboration is critical for profitability and sustainable growth. When team members trust each other and work harmoniously, they create the foundation for a resilient, high-achieving organization.

As Wageman (1997) notes, operational quality and efficiency are grounded in teamwork, making it vital for enduring success. Organizations that fail to invest in collaborative problem-solving risk losing their competitive advantage in a talent-driven market.

From a historical perspective, cooperation has always been essential for human progress—enabling better decision-making and goal achievement. Today, teamwork continues to be a powerful mechanism for driving innovation, performance, and shared growth.

## 3. LITERATURE REVIEW

**Conti and Kleiner (2003)** presented a basic understanding of the measures that could be implemented to enhance teamwork for the organization's benefit. Research into team dynamics and workplace challenges provides deeper insight into how team development supports the long-term success of organizations. Frequent corporate activities illustrate the substantial advantages of teamwork, reinforcing the idea that effective and efficient collaboration is one of the most powerful strategies for building and sustaining a profitable business in today’s competitive environment

**Finger (2005),** Employee morale reflects the overall sense of confidence, enthusiasm, and discipline within the workforce. Leadership plays a particularly influential role in shaping morale at higher organizational levels. Rather than being driven by a single factor, morale is shaped by a complex interplay of various elements. It can be viewed both as a collective organizational trait and a personal experience, with the morale of the group being closely tied to the morale of its individual members

**Jones et al. (2007),** Understanding the impact of teamwork on performance is essential, as some researchers argue it is a key driver of organizational success. Through collaboration, team members enhance their skills, knowledge, and expertise. The authors suggest that fostering positive attitudes and behaviors toward teamwork can lead to increased employee productivity and improved overall performance, while also strengthening the ability to handle conflicts and respond effectively to unexpected workplace challenges.

**Bencsik et al. (2009)** investigation study has drawn in academics, researchers, and educators from all around the world to examine how national cultures affect teamwork in learning environments. The study validated theories on how culture affects teachers' behavior, especially when it comes to teamwork, using surveys and statistical analysis. The results highlight basic differences in attitudes toward work, even though not all differences may be linked to culture. These findings have important ramifications for the advancement of education, especially at the university level.

**Manzoor et al.. (2011)** The study explored how cooperation influences employee performance within the Higher Education Department of Peshawar Province. Key performance indicators such as team spirit, trust among team members, and systems of rewards and recognition were analyzed. Using regression and correlation techniques, the research examined the relationship between teamwork and employee performance. The findings revealed that the predictor variables had a significant positive impact on the outcome variable.

**Ngambi (2011)** The study examined the attitudes, commitment, satisfaction, and morale of employees at the College of Economic and Management Sciences (CEMS), focusing particularly on the relationship between leadership and morale. The findings indicated a clear link between the two, highlighting that leadership qualities such as effective communication, trust-building, and team development play a crucial role in shaping employee morale within academic institutions.

**Patterson-Silver Wolf et al. (2013)** looked at how employee morale in mental health companies was affected by workplace culture, provider demographics, and empirically supported treatments (ESTs). Measures of worker morale and the atmosphere of an organization (OCC) were completed by frontline employees from 55 programs. The use of EST and worker morale were shown to be negatively associated, whereas the OCC aspects showed a favorable correlation. A regression study showed that worker morale was significantly predicted by culture and climate, not by EST use. These results imply that although the deployment of EST may have an impact on employee morale, corporate culture and climate have a greater overall impact.

**Mafini and Pooe (2013)** demonstrated that performance may be witnessed on two distinct fronts, which are referred to as employee performance and organizational performance, respectively. Employee performance is a subjective concept encompassing an individual's physical actions, behaviors, and cultural contributions, all of which should align with the organization's objectives to earn recognition and advancement. Organizational performance, on the other hand, reflects how effectively an organization meets its set goals. Ultimately, both forms of performance are interconnected, as the achievements and success of any organization are largely driven by its workforce. High levels of creativity, innovation, and dedication underpin strong employee performance. Research also indicates that a company's market position is shaped significantly by how its employees perform. Numerous studies have shown that strong individual performance often leads to various personal benefits, including improved quality of life, increased purchasing power, and enhanced social status.

**Gupta & Suri (2014)** conducted a study comparing teacher morale in public and private schools in Himachal Pradesh and found that public school teachers reported lower morale levels due to higher workloads, inadequate resources, and administrative challenges. Private school teachers, however, had higher morale levels, mainly due to better pay, smaller class sizes, and greater administrative support.

**El-Said (2014)** investigated on the relationship between employee performance and workplace morale revealed that a high level of morale greatly increases both individual and team productivity. It is clear from their research that elements like as leadership style, recognition, and the culture of the workplace all have an impact on employee morale.

**Dash et al. (2014)** examined the relationship between employee morale in the workplace and the level of satisfaction experienced by customers in service sectors. According to what they found, happy employees have a tendency to give better customer service, which ultimately results in higher levels of customer satisfaction and loyalty.

**Monga et al. (2015)** have attempted to identify a significant insight at ICICI Bank. The survey carried out in Himachal Pradesh looked at the degree of satisfaction among employees at six branches, which employ eighty people in total. The data

study showed how recognizing exceptional performance and putting in place different employee welfare programs can boost staff morale, which in turn increases employee productivity.

**Erdoğan and Çelik (2016)** investigated the relationship between teamwork and employee morale and motivation in the surgical department of Pamukkale University Hospital, Denizli. The findings show statistically significant correlations between a few demographic traits and both the teamwork atmosphere and morale/motivation levels. In particular, a strong correlation was discovered between the levels of morale-motivation and the support for innovation in the teamwork environment, underscoring the significance of this relationship in raising motivation and morale among workers.

**Bhandari & Rana (2016)** noted that while teachers in rural areas of Himachal Pradesh often face challenges like isolation, lack of amenities, and high student-to-teacher ratios, they are deeply embedded in the community, which can serve as a source of personal and professional motivation. On the other hand, urban private schools benefit from greater parental involvement, which provides teachers with additional support and resources, enhancing morale.

**Bhattacharya (2017)** observed that in many government schools, especially in rural areas, teachers tend to work in isolation due to large class sizes and insufficient time for collaboration. This lack of teamwork can hinder professional growth and create a more stressful work environment

**Khan and Mashikhi (2017)** stated that the literature indicates that in order for an organization to operate well and accomplish its goals, there are three sorts of conduct that are expected: (1) an individual should join the organization and remain with it; (2) the individual should undertake activities connected to their work; and (3) the individual may perform innovatively outside their work role. It may be stated that the conduct of a team is dependent on the third activity, and it can be stated that if a member in the team is in a good mood as a result of earlier happy experiences, then that individual will be more likely to exhibit altruistic behavior. Research conducted on a team who have been through unpleasant experiences, such as frustration, are less inclined to demonstrate prosocial behavior, such as aiding others. In a similar vein, researchers hypothesize in their study that individual personality traits and contextual circumstances in the workplace might have an impact on the degree of pleasure

experienced by employees as well as the behavior of teams. The conduct of a team may be broken down into two categories: generic conformity and benevolence. During the course of their research, they examined three different models: (1) the workplace environment and personality traits have an effect on job satisfaction, which can lead to team behavior; (2) environmental factors have a direct influence on both satisfaction and team behavior; and (3) personality traits and the workplace environment have an impact on team behavior directly, as well as through satisfaction.

As stated by **Sanyal and Hisam (2018),** this interest stems from the fact that the practical concept of teamwork has a significant impact on the efficiency of any organization and its personnel. Certain scholars have provided definitions and discussions regarding teamwork as an essential professional competency that is necessary for organizations to accomplish their plans, objectives, and visions, while also motivating and enhancing the performance of their staff. The correlation between outstanding workplace performance and collaborative efforts can be elucidated and emphasized around several factors.

**Kumar (2018)** conducted research that emphasized the importance of supportive leadership in the cultivation of a positive work environment and the improvement of teacher morale in public schools in Himachal Pradesh. Various factors that influence workplace morale in schools have been identified through research. These consist of organization culture, professional development opportunities, responsibility, job satisfaction, and leadership styles.

**Noor and Ampornstira (2019)** investigated the impact of leadership on employee morale in higher education. The results of the study show that staff performance and leadership practices or styles are mediated by morale. Employee morale is usually strong when they are satisfied with the management's behavior, which leads to better performance.

**Mallik et al. (2019)** stated that the general attitude that an individual or group has towards all aspects of their work, such as the company, the job, the supervisors, their coworkers, and the working conditions to which they must take pride and devote their effective time, is known as employee morale. The study's result clarifies that managers and supervisors need to show the human aspect of their organizations in

order to drive them to achieve maximum performance. Morale is the psychological factor that leads to positive employee behavior, and positive behavior results in effective performance.

**Gadhavi et al. (2019)** private schools may offer higher salaries, but public schools provide greater job stability and access to government resources, which affect morale differentially in each sector. In Himachal Pradesh, comparative studies have investigated the disparities in workplace morale and collaboration between public and private institutions. Resource allocation, salary structures, job security, and administrative support are frequently examined in these studies.

**Apoorva (2019)** focused on the positive effects that teamwork can have on the working environment of a company and the employees themselves. Using the Random Sampling Technique, a structured questionnaire was employed as a tool to collect primary data from the respondents to accomplish this goal. The study's conclusions showed that the greatest strategy for a firm to adopt is teamwork.

**Wanyeki et al. (2019)** investigated the determinants of teamwork at Kenyatta University and the subsequent effects on employee and overall performance. The findings revealed a robust association between teamwork and the performance of individual employees, which is consistent with prior studies that have established its capacity to improve efficiency and productivity. Supporting sectors and faculties are encouraged to promote teamwork and accomplish organizational objectives with the help of every employee.

**Larasati and Martono (2020)** looks at how employee interactions, work environment, and transformational leadership affect morale at the Department of Trade, Cooperatives, and SMEs. The results show that employee interactions, work environment, and transformational leadership all have a substantial impact on employee morale. This suggests that improving employee morale inside the firm should be approached holistically.

**Mehrotra (2020)** found that in Himachal Pradesh, leadership in public schools often struggles with bureaucracy and administrative constraints, which affects teacher morale and teamwork. In contrast, private school leaders tend to have more flexibility

and autonomy, allowing them to create a more collaborative and supportive environment for teachers.

**Alobaidani and Kolluru (2020)** investigated how cooperation affects worker productivity at Orpic while identifying obstacles to teamwork. Research suggests that there is a favorable association between the participation of women in an organization and its performance, and that gender diversity has a substantial impact on team dynamics. The results indicate that cooperation has a mixed effect on worker performance, with 66% of respondents stating that it improves workplace culture and productivity.

**Askari et al. (2020)** investigated the relationship between teamwork and an organization's performance considered cooperative game structure. In order to promote a culture of collaboration, performance metrics were taken into account on an individual and group level. The results demonstrate the importance of the collaborative coefficient (CC) in raising an organization's long-term productivity and efficiency. A recent development in teamwork, the collaborative coefficient has not received much attention in scientific studies.

**Kaushal and Jalan (2020)** conducted research that underscored the significance of collaboration in order to surmount obstacles and implement effective teaching strategies in Himachal Pradesh. The correlation be`tween effective collaboration among instructors and school performance outcomes has been the subject of research. Enhanced professional development, improved pupil achievement, and a supportive work environment have been associated with collaborative endeavours among educators.

**Kirti and Goyal (2022)** addresses the challenges encountered in the promotion of cooperation and the preservation of high morale in schools in Himachal Pradesh. These challenges may encompass varying levels of commitment to collaborative practices, insufficient resources, teacher attrition, and bureaucratic obstacles. Leadership training, the establishment of supportive work environments, the improvement of communication channels, and the promotion of professional learning communities (PLCs) are among the strategies that have been suggested.

**Prada et al. (2022)** examined the connection between Spanish university students' teamwork abilities and socio-academic characteristics. The findings show differences between the sexes, with women performing better than men in most areas except leadership. Improvement in abilities, especially in flexibility and decision-making, is correlated with academic progress. Apart from interpersonal growth, there is also a positive correlation between teamwork abilities and GPA.

**Purnamawati et al. (2022)** examined the effect of workload and teamwork on work motivation and human resource quality. Strong cooperation fosters high levels of collaboration spirit and motivation, which ultimately improves human resource quality, as demonstrated by the positive correlation between teamwork and employee quality and motivation.

**Bokaii (2023)** investigate the importance of workplace cooperation and the conditions that must be met in order to develop highly productive teams. SPSS data analysis showed that NGOs that value cooperation do better than those that don't. They gain from improved communication and performance incentives through pay plans, which help to match teamwork with organizational objectives. Results also show a positive correlation between better compensation and improved team performance, highlighting the significance of acknowledging and rewarding teamwork in accomplishing NGO goals.

**Singh and Sharma (2023)** investigated the state of workplace morale and cooperation among Himachal Pradesh's elementary school teachers. Researchers used a mixed-methods strategy and discovered that public school teachers' morale was worse than average because of salary delays, bureaucratic hurdles, and a lack of opportunities for professional growth. Teachers in private schools, on the other hand, had better morale while dealing with high workloads and job uncertainty. The study emphasised the importance of cooperation in determining teacher satisfaction, and it found that private schools promoted a more collaborative atmosphere through frequent meetings and the distribution of duties. Public schools that prioritise excellent leadership and have frameworks that encourage participation in decision-making tend to have higher morale and better collaboration. Educators' morale might be boosted in both fields by policy measures that encourage participatory governance and fair professional growth, according to the results.

**Gupta and Verma (2024)** surveyed elementary school educators in Himachal Pradesh about their experiences with workplace morale and collaboration. Flexible management methods, performance-based rewards, and regular training programs were identified to be the reasons why private school instructors demonstrated better levels of motivation and collaboration, according to the study. On the other side, public school educators have complained about a lack of advancement prospects and inflexible administrative policies that have kept them from advancing in their careers. The two groups did, however, reach a consensus on the importance of a positive work environment and teamwork in determining job happiness. The research found that both industries may benefit from a boost to morale in the workplace if leaders promoted a culture of cooperation via practices like peer mentorship, collaborative teaching, and participatory leadership.

**Objectives of the Study**

1. To Study the difference between workplace morale in Public and Private Primary Schools Teachers of Himachal Pradesh.
2. To Examine the difference between Team Work in Public and Private Primary Schools Teachers of Himachal Pradesh
3. To analyze teamwork and its relationship with workplace morale.

### 4.2 Hypotheses of the Study

1. There will be no significant difference between workplace morale in Public and Private Primary Schools Teachers of Himachal Pradesh.
2. There will be no significant difference between Team Work in Public and Private Primary Schools Teachers of Himachal Pradesh.
3. There is no impact of workplace morale on Team Work.

## 4.3 Need of Study

The need of the study on workplace morale and teamwork among public and private school teachers in himachal Pradesh arises from several critical gaps in both research and practice that currently exist within the educational sector of the state. Teacher's morale and their ability to collaborate effectively are foundational to the overall

quality of educational, yet these aspects have been insufficiently explored in the context of himachal Pradesh, particularly in a comparative manner between public and private schools. This study is needed to bridge the gap in the understanding of how workplace morale and teamwork vary between public and private schools of himachal Pradesh.

## 5. RESEARCH GAP

Public and private elementary school teachers in Himachal Pradesh have not been directly compared in any studies examining workplace morale and collaboration, despite the abundance of literature on these topics. The current body of research on teacher morale and collaboration tends to gloss over the considerable administrative, socio-cultural, and economic differences between public and private schools. Insufficient research has examined how these characteristics affect teachers' morale and the efficacy of their joint efforts. Employee morale and collaboration in the workplace are two areas that have received little attention from researchers due to differences in leadership styles, institutional regulations, organisational support, and resource distribution. The bureaucratic nature of public school administration can make it difficult to address issues like administrative rigidity and a lack of resources, whereas the operational flexibility of private schools allows for greater leeway to set higher performance standards, which in turn creates a distinct work environment. The current body of research fails to adequately address these subtleties, leaving an important knowledge vacuum about the elements that influence teachers' morale and cooperation in both contexts. In order to improve educational outcomes in Himachal Pradesh's public and private primary schools, it is crucial to address these research gaps and develop evidence-based solutions that can boost teacher cooperation, the work environment, and the overall school climate.

## 6. RESEARCH METHODOLOGY

### 6.1 Research Design

To investigate workplace morale and teamwork in Himachal Pradesh's public and private Primary schools Teachers, this study will use a descriptive research methodology. It will provide a thorough study by utilizing quantitative approach to analyze the numerical data.

### 6.2 Sample Size

To guarantee a representative sample of primary school educators from both public and private institutions in the chosen Himachal Pradesh districts, the study will use a stratified random selection approach. We shall start by classifying all instructors into two groups: those who work in public schools and those who work in private schools. To ensure that the sample fairly represents the number of instructors in each category, we will employ a proportional random sampling technique to choose participants within each stratum. We will make an attempt to include instructors from a variety of geographic locations in order to get a good cross-section of viewpoints on workplace morale and collaboration. With a total of 400 educators surveyed, we have a statistically significant sample size that surpasses the minimal necessary number of 384 for an unlimited population. To ensure fair representation from both districts, we will use a random selection procedure to keep prejudice to a minimum.

The Cochran's method, which is frequently employed for calculating sample sizes in large populations, may be utilised to ascertain the sample size for this investigation. This equation may be expressed as:

$$n_0 = \frac{Z^2 p(1-p)}{e^2}$$

where:

- $n_0$ = necessary number of samples for an endless population
- Z = A Z-score of 1.96 would indicate a 95% confidence level, for example.
- p = projected percentage of the population exhibiting the trait of interest (usually 0.5 in the absence of knowledge, to guarantee the highest level of variability)
- e = margin of error (e.g., 5% or 0.05)

The finite population correction formula is used to modify the sample size for a finite population:

$$n = \frac{n_0}{1 + \frac{n_0 - 1}{N}}$$

where:

- n = concluding population sample size
- N = total population size

### 6.3 Sampling design

There are 12 districts in Himachal Pradesh. The geographical scope of the survey will, however, only include the two districts: Kangra and Mandi. In Kangra district, Total number of schools is 2489 and in Mandi district 2466. Total numbers of Teachers in Kangra district is 7760 and in Mandi District 6666. Total number of primary schools in Kangra District is 1646 and in Mandi District 1692 respectively according to session (2022-23).

The sampling process will encompass both probability and non-probability techniques. The process of probability sampling or random sampling will involve the random selection of schools from a comprehensive list of private as well as public Primary schools in Himachal Pradesh. Non-probability or convenience sampling uses subjective judgment rather than random selection. It will involve the selection of institutions based on location of institutions, approachable to the scholar. The participants will consist of teachers within the public and private Primary schools.

The recruitment process will entail direct communication with school teachers, utilizing formal invitations and providing clear explanations of the research aims.

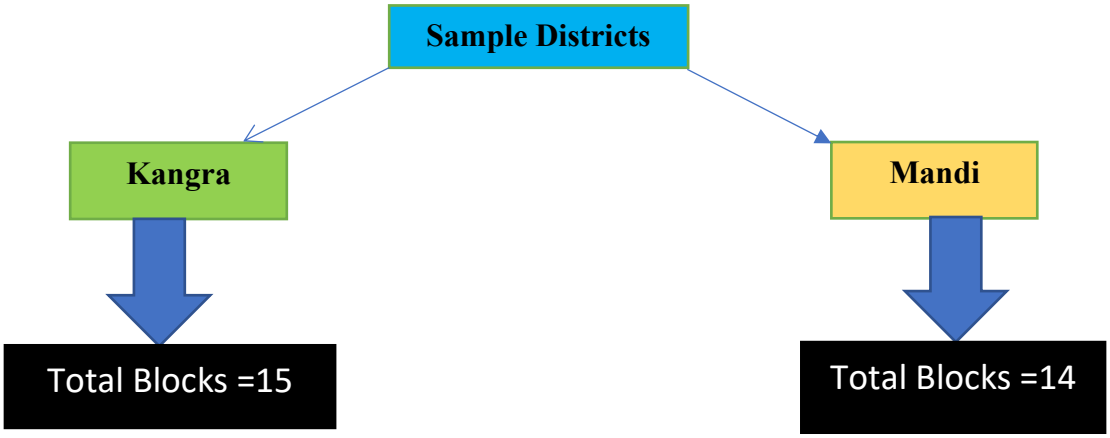


*Fig.1: Sample design chart*

- **Operational Definitions of the Variables**

**Workplace Morale:** Workplace morale can be characterized as an intangible term that encompasses the good and supportive feelings that a group has for the organization to which it belongs, as well as the unique feelings that members of the group share with one another.

**Teamwork:** Instigating the organic exchange of ideas, critiques, experiences, and opinions among team members, teamwork promotes the development of workers' perspectives and abilities. Furthermore, the services provided by the company and the productivity of its employees are continuously improved by this procedure.

**Service Satisfaction:** The extent to which consumers or clients are satisfied with the services they receive is referred to as service satisfaction. Customer loyalty, favorable publicity, and repeat business are frequently the outcomes of high service satisfaction, while low satisfaction can lead to customer attrition, negative reviews, and complaints.

**Performance:** It is common practice to evaluate the effectiveness of a service by employing a number of metrics and key performance indicators (KPIs), including response times, resolution rates, customer satisfaction scores, and service delivery costs. A high service performance suggests that a company is working in an efficient and effective manner, which ultimately results in increased customer satisfaction and the accomplishment of corporate objectives.

### 6.4 Data Collection Procedure

A questionnaire will be prepared to gather information. This questionnaire will be used to assess workplace morale and teamwork, and experts will verify its validity. Additionally, teacher schedules and interviews will be used to gather data. Data will be collected in the year 2025. Subject to the finalization of the questionnaire.

### 6.5 Data presentation

Prior to initiating data collecting, the project will secure all required clearances and licenses from pertinent educational authorities. To make data gathering processes in schools throughout Himachal Pradesh easier, logistical plans will be put in place. While guaranteeing the seamless execution of research activities, participant privacy and confidentiality will be given top priority during data collection.

- **Ethical Considerations: consent**

The ethical issues will involve gaining informed consent from respondents, ensuring confidentiality and anonymity of data, securely keeping the data, and utilizing the results solely for research purposes.

### 6.6 Proposed Data Analysis

Descriptive statistics like standard deviation and mean will be computed for the analysis of quantitative data to compile the attributes of the respondents. The study will utilize suitable inferential statistics, such as f-tests and multiple liner regression to investigate the variations in workplace morale and teamwork between private and public schools. R software will be used to perform these analyses. The Likert scale responses will be used to gauge how participants feel about teamwork and workplace morale.

## 8. CHAPTER OUTLINE

Chapter 1, **Introduction** highlights about the background, context related to an overview of the dynamics that exist in modern workplaces, the significance of cooperation, performance, and service satisfaction in accomplishing corporate objectives.

Chapter 2, **Literature review** takes a look at the research that has already been conducted modern workplaces, performance, and teamwork and service satisfaction.

Chapter 3, **Research methodology** will include Research design, sampling techniques and data collection procedures.

Chapter 4, **Analysis** will utilize suitable inferential statistics, such as f-tests, to investigate the variations in workplace morale and teamwork between private and public primary schools.

Chapter 5, **Conclusion and Suggestions** details about the key findings of the work. The conclusion is derived by thorough analysis of the studies conducted on workplace morale and teamwork.

## 9. REFERENCES


1. ALobaidani, N. A., & Kolluru, M. (2020). Influence of Team Work on Performance: Empirical Evidences from Oman Oil Refineries and Petroleum Industries Company. *Journal of Critical Reviews*, *7*(19).

2. Apoorva, M. (2019). Impact of teamwork on organisation performance. *International Journal of Research in Engineering, Science and Management*, *2*(2), 9-11.

3. Askari, G., Asghri, N., Gordji, M. E., Asgari, H., Filipe, J. A., & Azar, A. (2020). The impact of teamwork on an organization's performance: A cooperative game's approach. *Mathematics*, *8*(10), 1804.

4. Bencsik, A., Noszkay, E., & Marosi, I. (2009). Teamwork in education. *Problems of Education in the 21st Century*, *10*, 9.

5. Bokaii, L. (2023). Impact of teamwork on the performance of the employees in the non-governmental sector. *The EUrASEANs: journal on global socio-economic dynamics*, (2 (39)), 45-58.

6. Conti, B., & Kleiner, B. H. (2003). How to increase teamwork in organizations. *Training for quality*, *5*(1), 26-29.

7. Dash, M., Banerjee, D., & Mitra, M. (2014). Teamwork and its effect on employees job satisfaction and performance evidence from hotels in Eastern India. *International Journal of Latest Technology in Engineering, Management and Applied Science*, *3*(4), 153-159.

8. El-Said, O. A. (2014). Impacts of respect, support, and teamwork on hotel employees' morale in Egypt. *Anatolia*, *25*(2), 211-227.

9. Erdem, F., & Ozen, J. (2003). Cognitive and affective dimensions of trust in developing team performance. *Team Performance Management: An International Journal*, *9*(5/6), 131-135.

10. Erdoğan, P., & Çelik, A. (2016). Relationship between morale and motivation in teamwork environments: A research in the health sector. *Journal of Human Sciences*, *13*(*1), 1433-1451.

11. Finger J (2005). The Management Bible. New Holland Publishers Ltd.

12. Haddock, P. (2010). Importance of morale. *Retrieved September*, *10*, 2014.

13. Hecker, L. L., & Deacon, S. A. (2013). *The therapist's notebook: Homework, handouts, and activities for use in psychotherapy*. Routledge.

14. Hoegl, M., & Gemuenden, H. G. (2001). Teamwork quality and the success of innovative projects: A theoretical concept and empirical evidence. *Organization science*, *12*(4), 435-449.

15. Jones, A., Richard, B., Paul, D., Sloane, K., & Peter, F. (2007). Effectiveness of teambuilding in organization. *Journal of management*, *5*(3), 35-37.

16. Kandavel, R., & Sakthivel, D. (2018). Teamwork and Its Impacts on Employees 'Morale. *International journal of research and analytical review*, *5*(04), 1058-1064.

17. Katzenbach, J. R., & Smith, D. K. (2015). *The wisdom of teams: Creating the high-performance organization*. Harvard Business Review Press.

18. Khan, S., & Mashikhi, L. S. (2017). Impact of teamwork on employees performance. *International Journal of Education and Social Science*, *4*(11), 14-22.

19. Larasati, A. P., & Martono, S. (2020). Increase employee morale through transformational leadership, employee relation, and work environment. *Management Analysis Journal*, *9*(1), 1-7.

20. LePine, J. A., Piccolo, R. F., Jackson, C. L., Mathieu, J. E., & Saul, J. R. (2008). A meta-analysis of teamwork processes: tests of a multidimensional

model and relationships with team effectiveness criteria. *Personnel psychology*, *61*(2), 273-307.

21. Mafini, C., & Pooe, D. R. (2013). The relationship between employee satisfaction and organisational performance: Evidence from a South African government department. *SA Journal of Industrial psychology*, *39*(1), 1-9.

22. Mallik, A., Mallik, L., & Keerthi, D. S. (2019). Impact of employee morale on organizational success. *International Journal of Recent Technology and Engineering*, *8*(4), 3289-3293.

23. Manzoor, S. R., Ullah, H., Hussain, M., & Ahmad, Z. M. (2011). Effect of teamwork on employee performance. *International Journal of Learning and Development*, *1*(1), 110-126.

24. Miraj, S., Reba, A., & Din, J. U. (2018). A Comparative Study Regarding Teachers' Morale among Public and Private Schools at Secondary Level in Peshawar. *Bulletin of Education and Research*, *40*(2), 27-40.

25. Monga, A., Verma, N., & Monga, O. P. (2015). A study of job satisfaction of employees of ICICI bank in Himachal Pradesh. *Human Resource Management Research*, *5*(1), 18-25.

26. Ngambi, H. C. (2011). The relationship between leadership and employee morale in higher education. *African Journal of Business Management*, *5*(3), 762.

27. Noor, A., & Ampornstira, F. (2019). Effect of Leadership on Employee Morale in Higher Education. *International Journal of Business and Social Science*, *10*(7), 141-144.

28. O'Neil Jr, H. F., Wang, S., Lee, C., Mulkey, J., & Baker, E. L. (2003). Assessment of teamwork skills via a teamwork questionnaire. *Technology applications in education: A learning view*, 283-303.

29. Obeng, A. F., Zhu, Y., Quansah, P. E., Ntarmah, A. H., & Cobbinah, E. (2021). High-performance work practices and turnover intention: Investigating

the mediating role of employee morale and the moderating role of psychological capital. *Sage Open*, *11*(1), 2158244020988557.

30. Patterson-Silver Wolf, D. A., Dulmus, C. N., Maguin, E., & Cristalli, M. (2013). Factors influencing worker morale: Evaluating provider demographics, workplace environment and using ESTs. *Research on Social Work Practice*, *23*(3), 304-310.

31. Prada, E. D., Mareque, M., & Pino-Juste, M. (2022). Teamwork skills in higher education: is university training contributing to their mastery?. *Psicologia: Reflexao e critica*, *35*, 5.

32. Purnamawati, I., Susita, D., & Wolor, C. W. (2022). The effect of teamwork and workload on the quality of human resources mediated by work motivation. *The International Journal of Social Sciences World (TIJOSSW)*, *4*(2), 162-179.

33. Sanyal, S., & Hisam, M. W. (2018). The impact of teamwork on work performance of employees: A study of faculty members in Dhofar University. *IOSR Journal of Business and Management*, *20*(3), 15-22.

34. Seroka, J. (2009). Boosting employee morale needs to occur daily, not only during times of crisis.

35. Vašková, R. (2007). Teamwork and high performance work organisation. *European Foundation for the Improvement of Living and Working Conditions*, 1-59.

36. Wageman, R. (1997). Critical success factors for creating superb self-managing teams. *Organizational dynamics*, *26*(1), 49-61.

37. Wanyeki, M. N., Maina, C. W., Sanyanda, J. N., & Kiiru, D. (2019). Impact of Teamwork on employee performance: study of faculty members in Kenyatta University. *Journal of Human Resource and Leadership*, *4*(1), 1-8.

38. Weakliem, D. L., & Frenkel, S. J. (2006). Morale and workplace performance. *Work and occupations*, *33*(3), 335-361.

39. Kumar, S. (2018). A study of perceived workplace spirituality of school teachers. *Psycholgical Thought*, *11*(2), 212-223.

40. Gadhavi, D., Ramchandran, S., Patel, A., Modi, K., & Thaker, D. (2019). Studying factors affecting job satisfaction and organisational commitment amongst school teachers in UAE. *Journal of Social Work & Social Development*.

41. Kaushal, S., & Jalan, S. (2020). A Study of Occupational Stress and Workplace Spirituality in Himachal Pradesh Police. *Productivity*, *60*(4), 434-442.

42. Kirti, K., & Goyal, S. (2022). Adoption of employee engagement practices at the workplace: Higher educational institutes. *Journal of Positive School Psychology*, *6*(2s), 507-517.

43. Bhattacharya, S. (2017). Teamwork and Teacher Collaboration in Rural Indian Schools. International Journal of Educational Research

44. Gupta, S., & Suri, P. (2014). A Comparative Study of Teacher Morale in Public and Private Schools in Himachal Pradesh Educational Researcher.

45. Bhandari, S., & Rana, P. (2016). Community Engagement and Teacher Morale In Rural Himachal Pradesh Journal of Educational Administration and Leadership.

46. Mehrotra, S. (2020). Leadership and Teacher Motivation: A Study of Public and Private Schools in Himachal Pradesh. *Journal of Educational

47. Finger, M., Groenewegen, J., & Künneke, R. (2005). The quest for coherence between institutions and technologies in infrastructures. *Journal of Network industries*, (4), 227-259.

48. Singh, R., & Sharma, P., 2023. Teacher Morale and Teamwork: A Comparative Study. Journal of Educational Research, 45(2), 89-105.

49. Gupta, S., & Verma, K., 2024. Workplace Environment and Teamwork in Primary Education: A Comparative Perspective. International Journal of Educational Studies, 52(1), 112-129

DrillBit

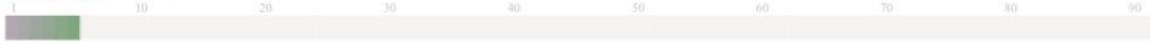
The Report is Generated by DrillBit Plagiarism Detection Software

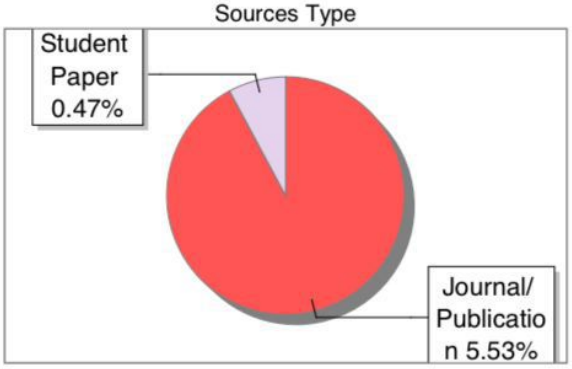
### *Submission Information*

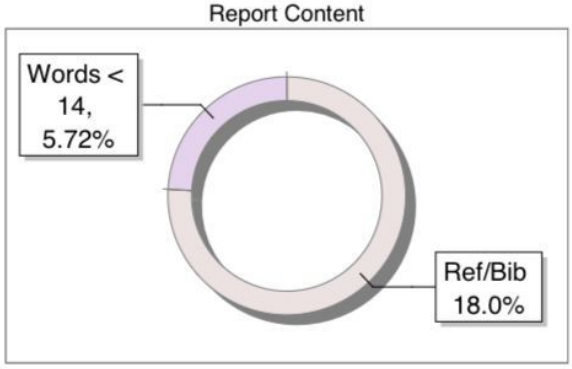
| | |
|---|---|
| Author Name | Ashish Thakur |
| Title | Workplace Morale and Team Work in Public and Private Primary Schools Teachers of Himachal Pradesh: A Comparative Study |
| Paper/Submission ID | 4237549 |
| Submitted by | shiwanisood.mehta@gmail.com |
| Submission Date | 2025-08-13 14:18:00 |
| Total Pages, Total Words | 25, 6761 |
| Document type | Synopsis |

### *Result Information*

Similarity **6 %**




### *Exclude Information*

| | |
|---|---|
| Quotes | Excluded |
| References/Bibliography | Excluded |
| Source: Excluded < 14 Words | Excluded |
| Excluded Source | **0 %** |
| Excluded Phrases | Not Excluded |

### *Database Selection*

| | |
|---|---|
| Language | English |
| Student Papers | Yes |
| Journals & publishers | Yes |
| Internet or Web | No |
| Institution Repository | Yes |

A Unique QR Code use to View/Download/Share Pdf File

DrillBit

**DrillBit Similarity Report**

| 6 | 14 | A |
|---|---|---|
| SIMILARITY % | MATCHED SOURCES | GRADE |

A-Satisfactory (0-10%)
B-Upgrade (11-40%)
C-Poor (41-60%)
D-Unacceptable (61-100%)

| LOCATION | MATCHED DOMAIN | % | SOURCE TYPE |
|---|---|---|---|
| 1 | Thesis Submitted to Shodhganga Repository | 1 | Publication |
| 2 | Thesis Submitted to Shodhganga Repository | 1 | Publication |
| 4 | REPOSITORY - Submitted to Kalinga University, Raipur on 2024-01-31 13-16 | <1 | Student Paper |
| 6 | Thesis Submitted to Shodhganga Repository | <1 | Publication |
| 8 | Thesis Submitted to Shodhganga Repository | <1 | Publication |
| 9 | A Path to Successful Management of Employee Security Compliance An Empirical St by Jahyu-2014 | <1 | Publication |
| 10 | shodhgangotri.inflibnet.ac.in | <1 | Publication |
| 13 | erpublications.com | <1 | Publication |
| 15 | Women Faculty at Risk US Professors Report on their Experiences with Student by Lampman-2012 | <1 | Publication |
| 16 | ssbfnet.com | <1 | Publication |
| 17 | niam-nabi.com | <1 | Publication |
| 18 | Thesis Submitted to Shodhganga Repository | <1 | Publication |
| 19 | www.romayajournal.com | <1 | Publication |
| 21 | repo.ppm-manajemen.ac.id | <1 | Publication |